

PWABL 900

18630

ASIA NEAR EAST BUREAU

EVALUATION DIGEST

For the first, second and third Quarters, FY 1989

Prepared by ANE/DP/E
November, 1989

DEVELOPMENT SECTORS

PAGE

POPULATION AND FAMILY PLANNING

Non-Governmental Organizations: Component of the Family Planning Services Project, Bangladesh, (388-0050)	1
Family Planning and Population, Tunis, (664-0331)	1
Population and Family Planning Support, III Morocco, (608-0171)	2
Population Assessment: A Report for USAID/Cairo, Egypt Report Number: 89-040-082	3

HEALTH

Mothers Home Care/Early Intervention Outreach Program within the Society for the Care of Handicapped Children, Gaza Strip (389-0159.11)	5
Child Survival in Urban and Rural Jordan, Jordan (278-0270)	5
Health Sector Support, Afghanistan, (306-0200)	6
Rural Primary Health Care, Thailand, (493-0291)	6
Training of Health Educators in Rural Jordan, Jordan (278-0270)	7
Integrated Rural Health/Family Planning Services Nepal, (367-0135)	7

AGRICULTURE

Upland Agriculture and Conservation, Indonesia (463-0311)	9
Management of Agricultural Research and Technology (MART), Pakistan, (391-0489)	9

AGRICULTURE (cont)

Agricultural Research, India, (386-0470)	11
Fertilizer Distribution Improvement, Bangladesh, (388-0024)	11
Edible Oil Processing and Distribution, Burma, (482-0062)	12
Agriculture and Rural Sector Support, Indonesia, (497-0357)	13
National Social Forestry, India, (386-0495)	13
Fisheries Development, Oman, (272-0101.1)	14
Cooperative Arid Lands Agriculture Research (CALAR), Regional	15

IRRIGATION/WATER/WASTEWATER DEVELOPMENT

Irrigation Systems Management, Pakistan, (391-0467)	17
Water Resources Management and Training, India, (386-0484)	17
Hill Areas Land and Water Development, India, (386-0489)	18
Wadi Al Khawd Aquifer Recharge, Oman, (272-0102)	19
Water and Supply and Sanitation, Sri Lanka, (383-0088)	19
Structural Replacement and Project Preparation Unit: Components of the Irrigation Management Systems, Egypt, (263-0132)	20
Cairo Sewer IO&M Training, Egypt, (263-0091)	20

HOUSING DEVELOPMENT

Low Cost Shelter Program Mellassine Upgrading, Tunisia, (664-HG-003B)	23
National Low Cost Shelter, Tunisia (HG-004B)	23

VILLAGE RURAL DEVELOPMENT

Tribal Areas Development, Pakistan, (391-0471)	26
Provincial Area Development I, Indonesia (497-0264)	26
Provincial Area Development II, Indonesia (497-0276)	26
Village Development Services: (Modern Management Technology Component), Indonesia, (497-0327)	27
Development Training, Nepal, (367-0152)	27
Rural Area Development: Rapti Zone, Nepal, (367-0129)	28
Community Based Integrated Island Development, Republic of Kiribati, (879-0001)	28

ENERGY

Energy Planning Assistance, Morocco, (608-0180)	30
Micro/Mini Hydroelectric, Thailand, (493-0324)	30

EDUCATION

School Construction, Oman, (272-0103)	33
---------------------------------------	----

SCIENCE AND TECHNOLOGY

Computer Technology, Tunisia, (664-0334)	35
--	----

PVO ACTIVITIES

Afro-American Labor Center, Egypt	37
CLUSA/India Program and Development Support (OPG), India, (0498-0251)	37
Assessment of AID/PVO Collaboration in Egypt, Egypt	38

COMMODITY EXPORT PROGRAM

Commodity Export Program, Afghanistan, (306-0205) 40

POLICY REFORM

Economic Policy Analysis, Morocco, (608-0191) 42

PRIVATE SECTOR

Private Enterprise Technical Resource Assistance
(PETRA), Jordan, (278-0277) 44

COUNTRIES

<u>AFGHANISTAN</u>	<u>PAGE</u>
Health Sector Support, (306-0200)	6
Commodity Export Program, (306-0205)	40
<u>BANGLADESH</u>	
Non-Governmental Organizations: Component of the Family Planning Services Project, (388-0050)	1
Fertilizer Distribution Improvement, (388-0024)	1
<u>BURMA</u>	
Edible Oil Processing and Distribution, (482-0006)	12
<u>EGYPT</u>	
Population Assessment: A Report for USAID/Cairo, Egypt Report Number: 89-040-082	3
Structural Replacement and Project Preparation Unit: Components of Irrigation Management Systems (263-0132)	20
Cairo Sewer IO&M Training, (263-0091)	20
Afro-American Labor Center	37
Assessment of AID/PVO Collaboration, Egypt	38
<u>INDIA</u>	
Agricultural Research, (386-0470)	11
National Social Forestry, (386-0495)	13
Water Resources Management and Training, (386-0484)	17
Hill Areas Land and Water Development, (386-0489)	18
CLUSA/India Program and Development Support OPG, (0498-251)	3

<u>INDONESIA</u>	<u>PAGE</u>
Upland Agriculture and Conservation, (467-0311)	9
Agriculture and Rural Sector Support, (497-0357)	13
Provincial Area Development I, (497-0264)	26
Provincial Area Development II, (497-0276)	
Village Development Services, (Modern Management Technology Component), (497-0327)	27
<u>JORDAN</u>	
Child Survival in Urban and Rural Jordan, (278-0270 SCF)	5
Training of Health Educators in Rural Jordan, (278-0270 CRS)	7
Private Enterprise Technical Resources Assistance (PETRA), (278-0277)	44
<u>MOROCCO</u>	
Population and Family Planning Support, Phase III, (608-0171)	2
Energy Planning Assistance, (608-0180)	30
Economic Policy Analysis, (608-0191)	42
<u>NEPAL</u>	
Development Training, (367-0152)	27
Rural Area Development: Rapti Zone, (367-0129)	28
Integrated Rural Health/Family Planning Services, (367-0135)	7
<u>OMAN</u>	
Fisheries Development, (272-0101.1)	14
Wadi Al Khawd Aquifer Recharge, (272-0102)	19
School Construction, (272-0103)	33

<u>PAKISTAN</u>	<u>PAGE</u>
Management of Agricultural Research and Technology (MART), (391-0489)	9
Irrigation Systems Management, (391-0467)	17
Tribal Areas Development, (391-0471)	26
<u>SOUTH PACIFIC</u>	
Community Based Integrated Island Development, (879-0001)	28
<u>SRI LANKA</u>	
Water and Supply and Sanitation, (383-0088)	19
<u>THAILAND</u>	
Rural Primary Health Care, (493-0291)	6
Micro/Mini Hydroelectric, (493-0324)	36
<u>TUNISIA</u>	
Family Planning and Population Development, (664-0331)	1
Low Cost Shelter Program Mellassine Upgrading, (664-HG-003B)	23
National Low Cost Shelter, (HG-004B)	23
Computer Technology, (664-0334)	35
<u>REGIONAL</u>	
Cooperative Arid Lands Agriculture Research, (CALAR)	15
<u>WEST BANK/GAZA</u>	
Mothers Home Care/Early Intervention Outreach Program within the Society for the Care of Handicapped Children, (389-0159.11)	5

POPULATION AND FAMILY PLANNING

Non-Governmental Organizations Component of the Family Planning Services Project, Bangladesh (388-0050)

Project Authorization Date: FY 81; Funding: \$3 million.

This evaluation was conducted in January, 1986.

This project is implemented by four international and two national NGOs. They are: The Asia Foundation, (TAF); the Association for Voluntary Surgical Contraception (AVSC); Family Planning International Assistance (FPIA); the Pathfinder Fund, (PF); the Family Planning Association of Bangladesh (FPAB); and the Family Planning Services Training Center, (FPSTC).

The evaluation team found that the NGO component of the Family Planning Services Project is functioning very well. The strategy employed is comprehensive enough to cover NGO activities through FY 88. The Government's (BDG), recognition of the positive contributions of NGOs in reducing fertility in the urban and semi-urban areas has led to lifting the ban on NGOs expansion into the rural areas. Most of the findings and conclusions focus on strengthening and standardizing the administrative oversight of USAID and the six Cooperating Agencies (CAs); on alleviating the management burden so it can function more efficiently; and on expanding the service delivery in the rural areas. The team recommends continuation of the NGO component provided that management operations are improved. To date the NGO component has 81 projects at 297 sites.

Family-Planning and Population Development, Tunisia (664 0331)

Project Authorization Date: FY 85; Funding: \$7.5 million.

This mid-term evaluation was conducted in June, 1988.

The project's purpose is to increase contraceptive prevalence by 9% by 1989 through contraceptive social marketing (CSM), operational research, institutionalization of family planning in medical and paramedical curricula, in-service staff training and better program management. The aim is to help the ONFP take steps to become independent of donor support. The project also provides technical assistance and commodities to the Office National de la Famille et de la Population (ONFP) which implements the project. RONCO, the prime contractor for the project, coordinates all sub-projects.

The project is more than a year behind schedule because of delays in securing the TA contractor. Overall, the outlook for completing most project activities is good. Major training activities have been successful early on. The management aspects have not received sufficient attention to date. It is recommended that the PACD be extended by two years during which self-sufficiency and cost-recovery studies be undertaken. Joint planning between ONFP and other ministries is strongly encouraged. ONFP's annual action plans should also have budgets. The CSM organizational structure should be developed and management courses should be conducted that emphasize the case method and budgeting.

Population and Family Planning Support, Phase III, Morocco
(608-0171)

Project Authorization Date: FY 84; Funding: \$165 million.

This mid-term evaluation was conducted in March, 1988.

The goal is to promote awareness of high population growth rates; increase availability and acceptability of family planning services and supplies; achieve higher contraceptive prevalence rates; and improve MCH status.

Most project activities are on schedule. At least 70% of the population has access to services. A nationwide contraceptive prevalence of 35% has been achieved. The recent immunization campaign has vaccinated virtually all children under five years of age and expanded clinic-based family planning services. The private sector has also been expanded and now includes more commercial retail contraceptive sales and company-based family planning services delivery. MOPH Education Office has experienced some difficulty in developing and using appropriate family planning program information. The main weakness is service delivery. Oral contraceptives account for 80% of contraceptive sales. There is insufficient exploration of alternative contraceptive methods.

It is recommended that the program broaden the contraceptive method mix beyond the pill by strengthening clinical methods of contraception; revising and targeting the IEC strategy at all levels; redesigning the family planning information system; ensuring that MOPH assumes recurrent costs; expanding Mission resources for management and consolidating activities.

Population Assessment: A Report for USAID/Cairo, Egypt
(89-040-082)

Egypt's long standing population problem has decreased in the last decade because of growing governmental and private voluntary programs. Contraceptive prevalence among married women of reproductive age has increased by 2% every year since 1984. This increase may be attributed to the Government's greater political commitment to population issues. The National Population Council and religious leaders (Moslem and Coptic), are supporting the public-private mix of contraceptive distribution.

Egyptian experts and donor organizations recognize that a more coordinated effort is needed, especially in Upper Egypt, to achieve a higher prevalence rate. Some community-based programs lack effective outreach programs that reach rich and poor alike. To be fully effective, the outreach program must be better coordinated and target all service delivery areas.

HEALTH

HEALTH

Mothers Home Care/Early Intervention Outreach Program within the Society for the Care of Handicapped Children, Gaza Strip (389-0159.11)

Project Authorization Date: FY 84; Funding: \$1.2 million.

This evaluation was conducted in the Spring of 1989.

The purpose of the program is to develop and implement a cost effective, innovative strategy for providing educational services to preschool handicapped children and their families in the Gaza Strip.

The program provides home-based educational services, utilizes community members, offers a developmentally sequenced curriculum, and provides services to handicapped children from birth to age eight. It uses evaluation methods that measure progress and encourage modifications. It is cost-effective, innovative, culturally appropriate, enhances growth and development and has positive effects on family life.

Child Survival in Urban and Rural Jordan, Jordan (278-0270, (SFC))

Project Authorization Date: FY 87; Funding: \$773,751.

The evaluation was conducted in December, 1988.

The Save the Children Federation (SCF) project implements a community based primary health care system in both rural and urban settings in cooperation with the Ministry of Health (MOH). Locally recruited Community Health Workers (CHW) are being trained in providing basic primary health care and function as the liaison between the MOH clinics and the communities.

The project has trained over 20 CHWs under close SCF health team supervision. Rural trainees require considerable more time than their urban counterparts. The SCF health team updates the baseline survey every year to monitor progress. A health surveillance record system is being drafted so progress can be monitored after the project ends.

Health Sector Support, Afghanistan, (306-0200)

Project Authorization Date: FY 86; Funding: \$16.6 million

This mid-term evaluation was conducted in June, 1988.

The project seeks to expand the availability of primary health care and first aid services inside free Afghanistan; and to strengthen the capability of the Seven Party Alliance to plan, organize and manage expanded health care services. The project is being implemented through a cooperative agreement with Management Sciences for Health (MSH), a non-profit, U.S.-based health consulting firm.

The evaluation team found that this well managed project is on target in achieving most of its objectives. MSH should continue as planned with the implementation of Area Health Systems. Project staff should accelerate the design and implementation of the preventive health program in maternal/child health. Although the project has been successful and on time, the institutional development of the Alliance Health Committee (AHC) is lagging behind. Every effort should be made to hire qualified Afghan staff and to encourage the AHC to strengthen planning, fiscal management and administration. It is strongly recommended that AID/REP grant a non-competitive extension of the MSH Cooperative Agreement to FY 92.

Rural Primary Health Care Project, Thailand (493-0291)

Project Authorization Date: FY 78; Funding: \$27,183 million.

This final evaluation was conducted in September, 1986.

The Rural Primary Health Care (PHC) Expansion Project supports the Government's commitment to establish primary health care services in 85% of Thai villages of 31 million people. The activities include training, research, evaluation, community nutrition, diarrheal disease control and environmental sanitation.

The evaluation team found that a massive training effort has been successful, but longer term evaluation of its impact is needed to guide plans for refresher training. Also, the research and evaluation efforts have not adequately guided RTG Primary Health Care (PHC) policies. The PHC management information system is not used to guide policy at the local level and it does not appear to flow to the center in a timely, useful way. The PHC concept contains more elements than the voluntary village worker can effectively implement. Priorities must be determined at the village level.

The project has effectively supported the Ministry of Public Health's diarrheal disease control program. ORS is widely available. Because nutritional growth monitoring data is incomplete, changes in malnutrition level among children under five cannot be ascertained. The project has improved access to safe drinking water and better village sanitation in just two years. The operation of the village sanitation funds needs further study. PHC activities do not necessarily encourage visits to the health centers closest to the villages. Underutilization of these Centers remains a problem because villagers prefer to visit district hospitals.

Training of Health Educators in Rural Jordan, Jordan (278-0270 (CRS))

Program Authorization Date: FY 87; Funding: *

This mid-term evaluation was conducted in April, 1989.

Catholic Relief Services (CRS) has developed a health training curriculum that teaches village women in basic health care services. The women are expected to provide health education and offer outreach and referral services in their villages.

The goal is to institutionalize the activities by the Ministry of Health (MOH) and by the Local Benevolent Societies (LBS) to ensure continuation and expansion of training activities and to make the women salaried employees.

The evaluation team found that more time is needed to get the department of Health Education involved in selecting a new (fourth) site, conducting a baseline survey and introducing the health educator course. The staff and students are dedicated and hardworking. They work well together and the staff provides close, positive supervision. While the government and voluntary agencies appear to support the program, the salary issue remains a continuing problem.

Integrated Rural Health/Family Planning Services, Nepal (367-0135)

Project Authorization Date: FY 80; Funding: Total \$104.5 million (\$34.5 million AID, 70.1 million HGM).

This end of project evaluation was conducted in January, 1988.

The project seeks to improve the management and expansion of family planning and health care delivery to rural areas. The goal is to improve the health status and reduce the fertility rates of the rural poor. Overall, progress has been very limited. There is considerable confusion about how personnel and services of vertical projects should be integrated into the MOH system. However, some integrated facilities appear to be functioning very well offering a reasonable range of services, including outreach community services. Voluntary surgical contraception (VSC) has reached a saturation point while the use of temporary methods is lagging far behind.

AGRICULTURE

Upland Agriculture and Conservation, Indonesia (497-0311)

Project Authorization Date: FY 84; Funding:
\$41.862 million

This evaluation was conducted in the Spring of 1989.

The project seeks to strengthen the capacity of Indonesian local government units to improve farming systems and technologies which will increase farm incomes while minimizing soil erosion in densely populated upland areas of Java. The project is implemented by the Ministry of Home Affairs and the provinces of Central and East Java, with assistance from the Ministries of Forestry and Agriculture. Funding is provided by the Government of Indonesia, the World Bank, and USAID.

Implementation has been slow but steady. All project components are functioning. Sustainable Uplands Farming Systems (SUFS) demonstration plots have been established in 75 of 80 planned sites and community access roads (CARS) have been built. The management information system has been installed in eight provincial offices and in the Ministry of Home Affairs. Local training programs are conducted annually and students are sent abroad for graduate studies. The project innovation fund is operational and policy studies are being prepared. Institutional development is progressing, particularly in the districts. Soil conservation measures have reduced erosion and new cropping systems have increased production. The FSR group produces significant information relevant to upland agriculture. The database and MIS records provide a key resource for long-term assessment of SUFS in more than seventy sites on Java. It is recommended that the last two years of the project be used to strengthen the project information system, broaden the policy studies, and carry-out the planned impact studies.

Management of Agricultural Research and Technology (MART), Pakistan (391-0489)

Project Authorization Date: 84; Funding: \$30 million.

This mid-term evaluation was conducted in February, 1989.

The purpose of MART is to strengthen the performance of the national agricultural research system to generate and disseminate quality and relevant technologies to the farmers. The goal is to increase agricultural production, farm income and rural employment. The project has introduced site-specific technologies to identify conditions in the farming system that cause significant output differences between the more successful and the average farmers.

The project supports national agricultural research systems that are needed to attain production targets. The project is close to schedule; most inputs have been timely and are managed to produce programmed outputs. The major findings are that while the PARC strategy is sound, management interventions are insufficient to support the strategy. The focus should be on managerial rather than on technical issues. A faster response to consultants' recommendations is needed. There has been progress because of well defined tasks, superior advisor and strong PARC support. Although the work is on schedule, its sequential nature will not yield a quantity of outputs until after the PACD. The remaining tasks are: extend advisor's contract; complete and train staff and install equipment. Participant training is ahead of schedule but in-country training is behind due the advisor's early resignation. A recent consultant report recommends human resource development through short in-country courses that emphasize management rather than technical subjects.

Research output has increased from a very weak base but staff still lacks training and experience for independent research. The management problems are inherent to the nature of the agricultural research system. The Pakistani system, like that of the U.S., is a loose alliance of independent provincial entities led by a federal coordinator who seeks cohesion and scientific excellence through the provision of services and resources.

The evaluation team recommends a stronger focus on range management/livestock and water spreading agriculture, subdividing agronomy into crops and soils divisions, and restructuring the advisory staff.

The evaluation report includes numerous project level recommendations. Foremost is that MART be amended to continue; that Winrock International and ICARDA be maintained as contractors with some modifications in level of effort and scope of work; and that a high degree of flexibility be applied in implementing a complex project like MART.

Agricultural Research Project, India (386-0470)

Project Authorization Date: FY 83; Funding: \$28 million.

This mid-term evaluation was conducted in December, 1988.

The Agricultural Research Project (ARP) seeks to strengthen Indian agricultural research capacity by transferring and developing advanced agricultural technology and methods through training, consultation and provision of equipment. The ARP is an "umbrella project" under which subprojects are carried out to respond to priority needs for research identified by the Indo-U.S. subcommission on agriculture. The India Council on Agricultural Research (ICAR) is responsible for implementing this project.

The evaluation team found that the original project design and concept are sound, particularly in re-establishing a cooperative agricultural science relationship between the U.S. and India after a ten year hiatus. The project has faced organizational problems in implementing some subprojects. A significant implementation problem is understaffing and ineffectiveness of the Project Implementation Unit (PIU). The training programs and equipment have been of high quality. Most ARP objectives are attainable by PACD if there is improvement in PIU performance or in an alternative unit, and in funding among subprojects.

The evaluation team recommends that USAID/India staff and the Director General of ICAR ensure that ICAR takes the necessary action to make the PIU more effective. USAID and ICAR should also improve the implementation of the subprojects in developing workplans for them. Finally, there should be a joint USAID/ICAR review of LOP financial needs of existing subprojects and a corresponding reallocation of budgetary resources.

Fertilizer Distribution Improvement, Dhaka. (388-0024)

Project Authorization Date: FY 78; Funding: \$222 million.

This final evaluation was conducted in September, 1988.

The Fertilizer Distribution Improvement Project, Phase I (FDI-I), was an agricultural development project designed to increase foodgrain production on an equitable basis among farmers through improved private fertilizer marketing. Implementation was carried out by the Bangladesh Agricultural Development Corporation (BADC). The project purpose was by and large achieved. Fertilizer use has increased among all farmers. Small farmers (less than 2.5 acres) use fertilizer

at higher rates than larger farmers. A free market system of fertilizer wholesalers and dealers has slowly been established nationwide. Despite considerable opposition, the project and BADC have made fertilizer more available at competitive prices. Further progress can be made if the private sector continues to expand. The successor project should provide assistance to meet infrastructure and organizational needs.

Edible Oil Processing and Distribution, Burma. (482-006)

Project Authorization Date: FY 85; Funding: \$9.5 million.

The evaluation was conducted in July, 1988.

The goal is to increase maize and oilseed production and upgrade edible oil processing, agricultural research and development capabilities. In addition, the project strengthens the Ministry of Cooperative's (MOC) planning, implementing, monitoring and evaluation capabilities; institutes greater management/production measures in the Industrial Producer's Cooperatives; upgrades efficiency and quality of edible oil processing; and improves edible oil distribution.

The evaluation team found that much of the equipment and new material ordered for the workshops and oil mills arrived late and some were due at the same time the master mechanics were scheduled to leave the country. One master mechanic should have been present to ensure that the commodities were used as specified. AID and Agriculture Cooperative Development International (ACDI) should increase the technical assistance of one master mechanic by 12 man-months. The long-term training program is behind schedule and there is not sufficient time for participants to obtain a Master's degree. There is also not enough time for one-year special training programs. USAID should limit the Master's degree program to the four candidates already selected and not accept one-year special trainees after December, 1988.

The Cottage Industries Department (CID) and the Planning Division (PD), located in the MOC are benefiting greatly from short-term training. However, nominations of training candidates and their approval by SRUB have been very slow. MOC should make every effort to increase the short-term training component in order to utilize the training time left.

Overall, project implementation would greatly benefit from better coordination among all participants of project activities.

Agriculture and Rural Sector Support Program, Indonesia
(497-0357)

Project Authorization Date: FY 87; Funding: \$43 million.

This mid-term evaluation was conducted in February, 1989.

The main elements support policy reform and supplemental funding for the development budget of specific agencies within the Ministry of Agriculture, Ministry of Finance and the State Planning Board need to be maintained so they can function at an acceptable level.

The evaluation team found progress on the policy agenda has been far greater than expected at this point in time. The ARSSP agenda has raised the level of policy dialogue between the GOI and AID from relatively short-term and sub-sectoral issues to sectoral issues. While it is not possible to prove a causal relationship between AID assistance and the policy reform process, it is evident that support for policy research, analysis and study tours, has greatly accelerated the pace of reforms. Start-up of the Integrated Pest Management program as an alternative to high-pesticide use crop management, and more focused donor assistance on agricultural incentives have also resulted from the program.

The evaluation concluded that ARSSP is an important and useful policy reform instrument by providing quick disbursing, budgetary support during a period of revenue shortfalls.

National Social Forestry, India (386-0495).

Project Authorization Date: FY 86; Funding: \$327.8 million.

This midterm evaluation was conducted in December, 1988.

This joint USAID/World Bank project assists the central government and the states of Gujarat, Himachal Pradesh, Rajasthan and Uttar Pradesh to increase forestry productivity, rural incomes, employment and equity, and, at the same time, reduce soil erosion and halt environmental and wastelands degradation.

Progress has been made in achieving physical planting targets. Approximately half a billion seedlings have been distributed for planting, representing 118% of the target set for the project as a whole. Wood production has also been increased by farmers planting trees on their own land. Private farm forestry activities and the proceeds of community and government wasteland planting have augmented rural incomes.

Equitable incomes are being ensured by allowing collection of fuel and fodder from public plantations and by targeting special pilot programs (e.g., tree tenure initiatives). The pilot programs have not been without problems insofar that they reach fewer beneficiaries than was anticipated.

Environmental aspects have been neglected. Little progress has been made in employing women and there has been negligible involvement of NGOs. Important incremental gains have been made in strengthening the technical and managerial capacity of concerned Forestry Departments and private farmers.

Fisheries Development Project, Oman (272-0101.1)

Project Authorization Date: FY 82; Funding: \$9.0 million.

This mid-term evaluation was conducted in Nov. 1987.

The project provides technical advisory services to the Government of Oman for a wide range of fisheries programs. The project is being implemented by two fisheries contractors and the Government of Oman's Ministry of Agriculture and Fisheries.

The evaluation team found that the immediate needs within the sector are for operational technical advisors, as there is currently a shortage of counterparts for institution building. A comprehensive manpower assessment/training plan needs to be updated and implemented to help address the long-term institution building requirements in fisheries. Administrative and logistical bottlenecks within the Government have hampered progress in all programs. These shortcomings should be addressed as a prelude to follow-on assistance. Oman's need for technical assistance in fisheries will run well into the next decade. This should be met by USAID under a follow-on project. Further, it is better to focus on a few priority programs where adequate counterparts may be available than to be too ambitious in project design to address the needs of the entire sector. Various parties (Government, Contractors, USAID) need to meet more often to ensure a collaborative approach to dealing with project and sector problems. An earlier focus on training would have alleviated some of the problems of inadequate counterpart staff.

Cooperative Arid Lands Agriculture Research Program (CALAR)
Egypt-Israel

Program Authorization Date: FY 82; Funding: \$5 million.

This final evaluation was conducted in November, 1988.

The concern over arid lands agriculture, the need for more irrigation water for food crops on saline lands and livestock rearing on desert lands has prompted the establishment of CALAR.

In general, project success is being achieved at modest cost and high efficiency with no apparent negative impacts. The project has achieved satisfactory performance toward all stated research objectives. It has led to cooperation between Israeli and Egyptian scientists at a level far greater than expected. Progress has been particularly impressive in animal improvement and forage research.

IRRIGATION/WATER/WASTEWATER DEVELOPMENT

IRRIGATION/WATER/WASTEWATER DEVELOPMENT

Irrigation Systems Management, Pakistan, (391-0467).
Project Authorization Date: 83; Funding: \$103 million.

This mid-term evaluation was conducted in August, 1988.

The project delivers reliable and equitable water supplies to farmers by rehabilitating irrigation and drainage systems and by improving institutions' sustainable capacity.

Improving physical capacity has been much easier than strengthening institutional structures. The evaluation team noted that the project has adopted a "band-aid" approach that patches up the system's most vulnerable parts. The team also noted that much of project management focuses on "yardsticks" that identify and respond to various management problems. However, viable mechanisms that could sustain improvements are lacking. At best, activities to-date have primarily set in place a foundation for future initiatives.

Management deficiencies and the absence of a guiding force that synchronizes inputs and outputs are the main reasons for the limited institutional impacts. In sum, the assessment indicates that it is unrealistic to expect achievement of objectives at this stage. Also, overstatement of objectives has led to inconsistencies and lack of complementarities. Nonetheless, because there is some movement and consistency with broad objectives, ISM is an important intervention that merits AID's continued albeit more focused support.

Water Resources Management and Training, India (386-0484)
Project Authorization Date: * ; Funding: \$270 million.

The evaluation was conducted in January, 1989.

This bilateral development activity improves water management technologies and professional and technical skills to affect the policy dialogue. Louis Berger International Inc. (LBII) and Water and Power Consultancy Services (India) Ltd. (WAPCOS) are the prime contractors for the project's irrigation management component.

While the State Training Institutes (STIs) increase awareness of on-farm irrigation needs, they do not sufficiently address problems in the main system. STI staff is highly motivated and has developed better course materials. However, the course

curriculum is still too broad, generic, academic and fails to meet the needs of the irrigation departments. Greater emphasis must be given to participatory and hands-on methods of teaching. Systematic collaboration between STIs and the universities needs to be instituted. The trainee selection process does not result in the best professionals. The Training-of-Trainers Program should be transferred to India to promote cost effectiveness and sustainability.

Hill Areas Land and Water Development Project, India. (386-0489)
Project Authorization Date: FY 84; Funding: \$54 million.

This evaluation was conducted in April, 1988.

The project was designed to improve land and water resources productivity through the introduction of new approaches to land and water development in Himachel Pradesh. Signed in July, 1984 this seven-year project was to create 23,000 hectares of new irrigated land; develop improved water management with forestation, erosion control and horticulture components; introduce community based management schemes; and promote inter-agency collaboration and human resources development.

Although implementation has been slow, there is evidence of progress towards realization of project objectives. There are indications of high returns to irrigation in Himachel Pradesh but the Internal Rate of Return (IRR) of high-lift schemes appears questionable due to high capital use and recurrent costs and optimistic assumptions on cropping patterns. The IRR of the tubewell, tank and flow schemes is acceptable, if not robust. To ensure economic viability of all future irrigation schemes, the methodology of calculating the IRR should be reviewed and approved prior to implementation. Given the low water charges and high operating costs of lift schemes, the recurrent costs expenditure will become increasingly burdensome.

More attention needs to be paid to cost recovery aspects. Site selection is neither based on technical criteria nor on comprehensive land and water resource plans. Scheme selection should be based on priority setting and planning that give greater consideration to technical and economic aspects. The substantial management demands are due less to the project's complexity than to the limited staffing, technical and institutional resources relative to the project's size. More appropriate technical specialists are needed. Special training and research programs in water management techniques, appropriate to hilly area conditions, should be developed. The project is substantially over-funded given its time frame, size and the experience of the implementing departments.

Wadi Al Khawd Aquifer Recharge Project, Oman (272-0102).

Project Authorization Date: FY 80; Funding: \$8.5 million.

This Project Authorization Completion Report (PACR) was prepared in October, 1987.

The pilot project assisted the Ministry of Agriculture and Fisheries (MAF) with the design and construction of a dam to test the concept of aquifer recharge. The dam captures flood water runoff normally lost to the sea and channels the water flow into groundwater aquifers.

The project has been a success for various reasons. The project's clear and quantifiable goals made managing and monitoring activities relatively easy. The dam was constructed on time and within budget. Working relations and coordination between the implementing entity and OAJC were excellent. The main objective was attained soon after the dam was completed, leaving ample financial resources available for monitoring, collecting and analyzing a continuous stream of data. The success of this pilot project has given impetus for constructing six more recharge dams.

Water Supply and Sanitation Sector, Sri Lanka (383-0088)

Project Authorization Date: FY 84; Funding: *.

This mid-term evaluation was conducted October, 1988.

The project supports the national Water Supply and Drainage Board (NWSDB) to plan, design, rehabilitate/construct, operate and maintain water and sanitation systems throughout Sri Lanka. The project also improves national health education, rural sanitation services and community participation in water supply and sanitation. USAID funds technical assistance for training, commodities, construction of facilities and the construction/rehabilitation of six water systems.

After initial problems, the institutional development is progressing satisfactorily. Billing and collection time and customer relations have improved. Decentralization actions appear to be accepted within most parts of NWSDB and are being operationalized in the regions. The village health and sanitation program is operating well and has constructed high quality latrines. However, the delay in the construction/rehabilitation of the accompanying water systems has caused local concerns. The quality of TA, provided by Engineering Science Inc., is of high standard and well received within the NWSDB. The management training and annual monitoring services provided by the WASH project also have been very beneficial. The senior management training was useful in building a common understanding of the project within the NWSDB.

Structural Replacement and Project Preparation Unit Components
of the Irrigation Management Systems Project, Egypt. (263 0132).
Project Authorization Date: FY 82; Funding: \$71 million.

This project evaluation was conducted in February, 1989.

Structural replacement (SR) has resulted in more than 7,000 new, small and mid-size masonry and concrete structures that replace old or no longer functional structures controlling water in the Nile Basin Irrigation system. About 2,000 additional structures are still under construction and should be completed by mid-1989. The structures are functional and of satisfactory quality. The evaluation noted that (1) contractors contribute to construction projects in rural parts of Egypt, and (2) MPWWR has developed stronger supervision over their work. The team found strong evidence that the benefits are spreading to activities beyond the scope of the SR component.

The Project Preparation Unit (PPU) has produced 11 high-quality reports in English and in Arabic which assess the economic feasibility of a wide range of potential investment projects in the irrigation sector. Some of these studies have already led to construction and completion of projects.

The team found that despite their achievements, neither SR nor PPU will meet all their targets within their PACDs. About 2000 more structures need to be replaced under SR. Sustainability of PPU is also questionable.

The team recommends that USAID scale down its support of the unit and limit its assistance to one multidisciplinary advisor, supplemented with generous short-term consulting support on a project-by-project basis. It also recommends extension of the advisor to the SR.

The team recommends for SR that the Ministry adopt and maintain a suitable pre-qualification procedure, and circulate a list of both qualified and unqualified contractors to its directorate. The team also suggests that USAID respond favorably to the Ministry's request for an extension of the PPU unit of IMS.

Cairo Sewer IO&M Training, Egypt, (263-0091).
Program Authorization Date: * Funding: *

This impact evaluation was conducted in November, 1988.

The training component of the Cairo Sewerage I project assists the staff of the Cairo General Organization for Sanitary Drainage (GOSD) in becoming more effective in operating and maintaining the Cairo sewerage system.

O&M training contributed to improved performance of pump stations and sewer cleaning which along with several other factors contributed to a two-thirds reduction in sewerage flooding. Though an inadequate number of staff was trained (6-7%), the education and esteem of those selected for training compensated for the low numbers. An important element in station performance was regular performance evaluation. In the 18 month hiatus between the conclusion of the activity and implementation of Work Order 4A, performance monitoring and good O&M practices lapsed in all but one case due to lack of institutional support.

Institutionalization of O&M training is hampered by GOSD's lack of management and budgetary autonomy, uncertain supply of FX for purchase of spare parts, GOSD's inadequate O&M budget, excess numbers of poorly paid workers and lack of incentives for good performance. If applied on a consistent basis with adequate budgetary and other institutional supports, this O&M training program could serve as a model for other GOE and USAID activities.

The scope of O&M training should be expanded and include management training for engineers. Donor training funds should be expanded with the view of creating a cadre of indigenous Egyptian trainers. On-site O&M training should be offered for illiterate workers. USAID should oversee GOSD's technical evaluation; ensure the reinstatement of the sewer cleaning performance monitoring and evaluation scheme; and require regular reports. Institutional support for good O&M should be given by assisting in the preparation of GOSD's budget bid to the Ministry of Finance; GOSD's O&M budget allocation should be spent; FX allocation for spare parts should be determined early in the year and redundant personnel should be reduced. It is suggested that GOSD work towards achieving autonomy, possibly as a public company raising its own revenues. A pilot study of the feasibility of privatizing sewer cleaning and pump station maintenance should be undertaken.

HOUSING DEVELOPMENT

HOUSING DEVELOPMENT

Low Cost Shelter Program Mellassine Upgrading Component, Tunisia (664-HG-003B)

Project Authorization Date: * Funding: *

This final impact evaluation was conducted in January, 1989.

The Mellassine Upgrading Project, a component of the 664-HG-003B Low Cost Shelter Program, focused on public sector housing needs of low-income groups. The project's success proved that slum upgrading is a viable alternative to slum clearance. The GOT now views owner-built housing as the most suitable solution for low-income households. Approximately 45,000 people benefitted from the neighborhood upgrading effort.

Better living conditions and urban services have been achieved. The neighborhood has been successfully integrated into the surrounding urban area, has adequate infrastructure and services and is easily accessible. Residents have a sense of permanence and security. Investments in home improvements have totalled 2 million TD (over \$2 million). Housing units are better built and fewer families occupy each unit.

National Low Cost Shelter Program, Tunisia (HG-004B).

Program Authorization Date: FY 84; Funding: \$46 million.

This mid-term evaluation was conducted in April, 1989.

The Tunisia HG-004B program encourages more rational development of urban land, services and owner-built housing units, and upgrades low income neighborhoods. The first of the two subprograms is an upgrading component implemented by the Office National de l'Assainissement (ONAS); the second is a sites and services component implemented by the Agence Fonciere D'Habitat (AFH) and the Caisse Nationale d'Epargne Logement (CNEL).

Both programs are making progress. Thus far, ONAS has installed 177,373 meters of pipes and 10,832 household connections. Work on wastewater treatment plants is underway. The AFH subprogram has encountered delays in completing lots and CNEL in approving mortgages. As of March 15, 1989, 1,968 beneficiaries have signed contracts with AFH to acquire their plots. About 1,183 Tunisians now legally possess their

plots. CNEI has received 3,415 applications for mortgages of which 1,386 have been approved and issued. It is important to note that few beneficiaries are utilizing the model designs specifically developed for the program and construction is not monitored sufficiently by the Ministry of Public Works and Housing (MOPWH) to ensure adherence to standards.

AFH needs to improve construction management to minimize delays. Feasible low cost alternatives to the 25 square meter core housing unit must be designed and made available to the people. Monitoring must be improved to ensure that housing construction, and, in some cases septic tanks, meet minimum standards. More accurate estimates are needed to assess effective demand for services by households in a given neighborhood.

VILLAGE/RURAL DEVELOPMENT

VILLAGE/RURAL DEVELOPMENT

Tribal Areas Development, Pakistan, (391-0471)

Project Authorization Date: FY 82; Funding: \$24 million.

This mid-term evaluation was conducted in October, 1988.

The Tribal Areas Development Project (TADP) seeks to accelerate the integration of the sensitive tribal areas (FATAs) bordering Afghanistan into the socio-economic mainstream of Pakistan. In particular, it focuses on improving institutions; agriculture; small infrastructure (schools, drinking water supply, health outlets); irrigation, and the road network.

The evaluation team found that computerization within the institutions has been most successful and could be expanded. The construction activities have been satisfactory and of good quality. The major recommendations include further strengthening of line agencies, moving project management away from USAID and into the GOP administration and adding new sectors (agriculture, forestry, health, etc.) and activities (planning, evaluation) to the follow-on project.

Provincial Area Development Program I, Indonesia, (497-0264).

Project Authorization Date: FY 77; Funding: *

Provincial Area Development Program II, Indonesia, (497-0276)

Project Authorization Date: FY 79, . Funding: *

This evaluation was conducted in 1986.

The program sought to create opportunities for Indonesia's rural poor through increased productivity and incomes and strengthened local government's capacity to plan and manage development activities.

The evaluation team found that insufficient attention to project goal missed the opportunity to focus on institution and capacity building of the planning agencies early on. Although some institutional learning has taken place, institutional performance is not likely to be sustained. Nevertheless, the program has raised real net household income between 11 and 18 percent. Relatively poor people have increased their income and many non-beneficiaries have adopted PDP's techniques. It is estimated that at least 58% of these gains can be sustained.

The technical assistance, equipment and learning opportunities provided to local agencies and BANGDA and the sub-projects' very favorable rates of return are other successes. PDP may also have had positive impacts far beyond its operating areas and associated institutions.

Village Development Services Project (Modern Management Technology Component). Indonesia (497-0327).

Project Authorization Date: FY 83; Funding: *

This evaluation was conducted in October, 1988.

This project has been very successful in introducing information technology into BKKBN. Both hardware and software are installed throughout central and many provincial offices. Hardware and software maintenance functions for the micro computers are also fully organized. The staff has become skilled in using several microcomputer packages, including spreadsheets, database management packages and word processing. There is great interest in learning to use such packages not only for administrative functions but also to improve decision making. To this end, the evaluation team suggests that the managers' ability to use software packages should be expanded.

The adoption of microcomputer has caused resources to be more efficiently used and has created a good base for inclusion of minicomputers and an integrated database. Given the very limited computer technology base in BKKBN three years ago, the project's achievements are truly impressive. This project is an excellent example of successfully transferring information technology. A second phase should improve training and develop an even more sophisticated structure and functional role for technology use.

Development Training Project, Nepal (367-0152).

Project Authorization Date: FY 85; Funding: \$6.3 million.

This evaluation was conducted in 1988.

The purpose of the project is to strengthen the analytical, managerial and technical skills of public and private sector manpower.

A significant measure of project effectiveness is that 75% of returned participants interviewed have made concrete use of their training. The target of 25% of training months for women has also been met. Despite its accomplishments, the project is saddled with some unrealistic targets with respect to local training. It is recommended that geographical targets be eliminated by amending the project paper. Course adequacy and relevance to Nepalese development also need to be addressed.

It is recommended that the project concentrate on training fewer personnel working in the most critical agencies and treat training as an educational process and not as an administrative function.

Rural Area Development: Rapti Zone Project, Nepal (367-0129).

Project Authorization Date: FY 80; Funding: \$33.67 million.

This completion report was prepared in January, 1989.

The project seeks to increase the quality of life by raising income and farm production of families in the Rapti Zone. Stimulating and raising local demand for improved agriculture techniques, health and family planning services, educational opportunities and resource management are preconditions to a higher standard of living.

Overall, the project was a success. Household food production and consumption, both quantitatively and qualitatively have considerably improved. Technology extension, training and credit provisions designed to increase income-generating employment have also been quite successful. The capacity of Panchayats to plan, implement and sustain local development efforts was also strengthened.

Community Based Integrated Island Development Program,
Republic of Kiribati, (879-0001).

Project Authorization Date. FY 82; Funding: *

This evaluation was conducted in June, 1987.

The project assists the Government's decentralization efforts to strengthen peoples' capacity to improve their lives.

The quality of life in Kiribati has been raised through improved techniques and materials for permanent housing. Upgraded water supply systems provide potable water to villagers. Management skills of those involved with the program have significantly improved during the second phase of implementing the Operational Program Fund. Project implementation is marked by some confusion about roles and responsibilities. Training programs have been successful in instructing participants in construction methods, repair and maintenance and in home and community management skills.

ENERGY PROGRAMS

ENERGY PROGRAMS

Energy Planning Assistance, Morocco (608-0180)

Project Authorization Date: FY 84; Funding: *

This evaluation was conducted in 1987.

International Science and Technology, Inc. (ISTI) has been implementing this project since September 1985. So far, project outputs include a functioning energy planning model (EPM); a computer with compatible hardware and software; technical assistance in database and information management; industrial energy efficiency and conservation (fish canning, oil refinery, textiles, electric power, hotels, etc.), and a refinery product pricing scheme.

The evaluation report concluded that: (1) the project could not achieve greater institutional capacity within the Ministry of Energy and Mines; (2) but an operational energy planning model and a trained staff are in place which are used in preparing the Five-Year Plan; (3) the rate of spending for the ISTI contract was well in excess of planned contract expenditures requiring reallocation of funds.

The report recommends that: (1) efforts to create a planning unit (SPD) within the Ministry of Energy and Mines (MEM) should be abandoned; (2) computer and database systems should be made compatible with the MEM system now being installed; (3) MEM should establish computer centers in the two MEM buildings linking databases with services provision; (4) A.I.D. should finance six more computers, extend the information specialist position, and provide short term TA for database management; and (5) the energy planning function and the TA team should relocate to the main Ministry building. It also suggests that the energy conservation advisor position be extended only if USAID approves the new Energy Demand Management (EDM) project. In that case, the PACD should be extended to December, 1990 to offset delays in project start-up.

Micro/Mini Hydroelectric Project, Thailand. (493-0324).

Project Authorization Date: FY 82; Funding: \$8.1 million.

This evaluation was conducted May-June 1987.

This project complements a broad strategy of reducing Thailand's dependence on imported fossil fuels for electricity generation. The specific goal is to provide the Royal Thai Government (RTG) with the capability to identify economically attractive sites for micro and mini run-of-the-river hydroelectric power plants. Out of the planned twelve power plants six are near completion and three plants are expected to be operational in early 1989. Additional sites are being considered. The plants will provide electricity to local villages and to the national grid.

The six sites visited show improved design quality, construction techniques and management. Project replicability is manifest in the parallel efforts by other donors to develop mini-hydroelectric facilities. This project and its forerunner, the Renewable Non-Conventional Energy project, exemplifies the excellent cooperation between the National Energy Agency and the Thai private sector in developing sustainable energy systems.

EDUCATION

EDUCATION

School Construction Program, Oman, (272-0103)

Program Authorization Date: * Funding: 37.5 million.

The Project Assistance Completion Report was prepared in August, 1988.

The project seeks to improve access to primary and intermediate education through upgrading educational facilities.

The report notes that the project's well defined and easily quantifiable targets and the FAR mechanism facilitated effective monitoring of all activities. Successful implementation was the result of: (1) a technically feasible plan of action; (2) strong cultural and social values placed on education; (3) appropriately targeted objectives; (4) existence of a strong and reliable construction industry; and (5) carefully delineated AID assistance.

SCIENCE AND TECHNOLOGY

SCIENCE AND TECHNOLOGY

Computer Technology, Tunisia, (664-0334)

Project Authorization Date: FY 85; Funding: \$3.3 million.

This evaluation was conducted in December, 1988.

IRSIT's inadequate organizational structure and management have presented major problems. While IRSIT has recently begun to address some implementation problems, it is doubtful that changes will occur soon. IRSIT, a new organization, needs to develop stronger business management capabilities to better promote its services within Tunisia and the Arab world. IRSIT also needs to select criteria to determine a client's ability to pay for services. Such payments would allow IRSIT to continue without donor financing. Currently, activities are concentrating mainly on providing consulting services to local organizations.

Although IRSIT is involved in a number of projects only the PT&T (Public Telephone and Telegraph) component promises to be successful. The slowness with which IRSIT develops and implements projects makes its future very uncertain. Nonetheless, the team believes that IRSIT can have a major impact on informatics in Tunisia provided the organization gets a new, committed management team.

PRIVATE VOLUNTARY ORGANIZATIONS

PRIVATE VOLUNTARY ORGANIZATIONS

Afro-American Labor Center, Egypt

Project Evaluation Date: FY 83; Funding: \$2.0 million.

This evaluation was conducted in January, 1988.

The evaluation team recommends that AALC activities be supported by USAID/Egypt with multi-year program grants. Funding should be increased to cover new program elements and a growing number of workers of the Egyptian Trade Union Federation (ETUF). AALC and USAID/Egypt's education and population projects should collaborate (with funding provided through USAID project budgets) and support the Workers' Education Association (WEA). AALC should also develop a self-evaluation and monitoring system to enhance internal efficiency and USAID's reporting needs. The focus of U.S. training visits and curricula should be broadened and emphasize collective bargaining, management training and women's labor education program.

CLUSA/India Program and Development Support, India (0498-251);

Project Date: * Funding: \$930,000.

and

National Cooperative Development Corp./CLUSA Oilseed Processing Management Development Project (II)

Project Date.. * Funding: \$1.2 million.

This evaluation was conducted in June, 1988.

CLUSA has successfully completed most activities provided for under the Operational Program Grant (OPG). It has been an effective intermediary, providing technical support and monitoring USAID projects within the Indian cooperative sector, including the NDDB Oilseed Growers Cooperatives. Progress has been slow in implementing the NCDC-Phase II OPG with respect to expenditure, training and consultancy. The monitoring and evaluation mechanisms have not been in place to evaluate NCCB-OGCP objectively. The CLUSA-India office has facilitated business transactions such as export of nigerseed to the U.S.A. A separate, new entity should be established to promote a trade cooperative that is financed by Indian and American cooperatives without USAID support.

An Assessment of AID/PVO Collaboration, Egypt

There are important differences in Egyptian and U.S. uses of the term "PVO". In Egypt, the term PVO describes a variety of national, regional and local level non-profit social, welfare, relief, cultural and development organizations. There is no evidence that more direct grant funding would necessarily build up PVOs' institutional capacity and self-sufficiency. However, more funding is needed to promote the Egyptian private voluntary sector. There is need to expand the talent pool of skilled Egyptians willing to take leadership and management roles in local PVOs. While consensus is lacking about the form or scope of a PVO umbrella project, it may be desirable to stay with a limited "umbrella" program to address immediate bureaucratic constraints. Efforts should be consistent with long-term development of a private voluntary sector in Egypt.

COMMODITY EXPORT PROGRAM

COMMODITY EXPORT PROGRAM

Commodity Export Program, Afghanistan (306-0205).

Project Authorization Date: FY 86; Funding: \$1.67 million.

This evaluation was conducted in October, 1988.

The project helps the Mujahideen and the Afghan people to mitigate the effects of the war by providing essential commodities. The American Export Manufacturers group, the Government of Pakistan and the Islamic Union of Afghan Mujahideen (STET) are implementing this program.

The evaluation team found that the project has been successful. Commodities are being distributed to the Afghan people in the Mujahideen controlled areas inside Afghanistan. Progress has been good with respect to commodity selection. The initial practice of including the Alliance Logistics Committee to select commodities has been discontinued because of the difficulty in convening the Committee. Priority focus of commodities was on food and transport assets, followed by clothing and construction equipment. While the evaluation recommended a follow-on project that would include resettlement, repatriation assistance and cross-border humanitarian commodity assistance, a decision was made to merely amend the existing commodity export program.

POLICY REFORM PROGRAM

POLICY REFORM PROGRAM

Policy Reform Program, Morocco,
Project Authorization Date: FY 85; Funding: \$11.5 million.

This interim evaluation was conducted in March, 1989.

The Economic Policy Analysis Support project is an "umbrella" activity under which a series of specific subprojects are being implemented. These subprojects assist the Government of Morocco (GOM) to achieve economic policy reforms through strengthened economic policy analysis and appraisal capacity in several ministries.

The evaluators found that only one subproject has been realized. To be successful the overall project needs a strong "pull" from various parts of the GOM. No such demand has occurred. Expectations on what can be achieved throughout the Pricing Directorate are overly optimistic. However, measured by AID results in similar efforts worldwide, the subproject must be counted as successful even though institutionalization of policy research has not succeeded. The USAID and the TA team should immediately undertake an intensive review of the pricing policy subproject to decide what are reasonable specific end-of-project targets, whether an extension of the PACD is required to accomplish them, and what the most appropriate role of the Harvard advisors (HIID) should be. The team also suggests that USAID/Morocco intensify implementation of the short-term studies subproject. The current outreach activities of the HIID advisors can complement the subproject activities. The PACD should be extended as necessary to accommodate implementation of any new subprojects that may result.

PRIVATE SECTOR

PRIVATE SECTOR

Private Enterprise Technical Resources Assistance, (PETRA)
Jordan, (278-02771)

Project Authorization Date: * Funding: \$1.5 million.

This evaluation was conducted in September, 1988.

The evaluation examined implementation progress over the last year. It examined the portfolio, office procedures and management, the functions of the PETRA Committee and USAID's monitoring role.

The project assists Jordan's private sector in becoming the driving force for increased income, export and employment growth. To this end, policies that impede productivity of industries and firms need to be identified and changed.

The PETRA project is now in its first year of implementation. The evaluation team notes that the PETRA office should be operating with increasing efficiency and decreasing USAID involvement. The PETRA office should have by now forged an effective working relationship with the PETRA Committee and provide clear guidance of PETRA operations and management. The PETRA staff generally conducts thorough research but the analyses often contain information gaps. Project analysts should be thorough in this regard and follow standard guidelines for proposal evaluation.

* Unable to obtain information

Prepared by ANE/DP/Evaluation Office, August 1989.
Revised and finalized by M. Backhaus, ANE/DP/E, November 1989.

Doc. 2366Q